

**DRAFT MEETING MINUTES
CITY OF GLENDALE
AD-HOC EVENT ADVISORY COMMITTEE
GLENDALE ADULT CENTER
5970 W. BROWN
MONDAY, FEBRUARY 25, 2008
6:00 P.M.**

MEMBERS PRESENT:

John Stern, Chair
Mike Nave, Vice-Chair
Jim Sanders
John Kolodziej
Robert Grimes
Rosie Miller
Josh Hendricks
Brian Bates

MEMBERS ABSENT:

Patricia Ryan
Robert McMaster
Victor Mendez
Walter Chaney

STAFF PRESENT:

Cathy Gorham
Erik Strunk
Stuart Kent
Deborah Mazoyer
Assistant Fire Chief Tom Shannon
Commander Matt Lively
Debbie Albert
Jennifer Reichelt

I. Call to Order

Chair Stern called the meeting to order at 6:00 p.m.

II. Roll Call

Chair Stern took roll call and noted absences.

III. Approval of Meeting Minutes

Chair Stern asked for corrections or comments on the December 17, 2007 meeting minutes.

Commissioner Bates motioned to approve the December 17, 2007 meeting minutes. Commissioner Grimes made the second. The motion was approved unanimously 8 - 0.

IV. Super Bowl Debriefing

Ms. Gorham announced that the 2008 Super Bowl was the most-watched Super Bowl on television in history and the city of Glendale received incredible coverage. Ms. Gorham stated that the event ran very smoothly without sacrificing services to Glendale residents. Ms. Gorham stated that city staff would provide a debriefing of what occurred in their respective departments just prior to and during the Super Bowl.

Field Operations

Mr. Kent, Director of Field Operations commented on the following activities handled by this department:

- A Change to the Loose Trash Schedule (residents were notified of the change in pick-up date by door-hangers, a reverse 911 call and other methods)
- Right-of-Way Clean Up
- Parking Lot Development
- Graffiti Removal (done up until noon on game day)
- Sanitation Services for the NFL Experience (The city of Glendale bid for this contract and beat out Allied, Waste Management and other private companies in the bid for this job. This provided \$25,000 of income for the Glendale.)

Mr. Kent was very pleased with the success of this department and the tireless efforts of the city employees in making these activities appear “invisible” to the residents.

Building Safety

Ms. Deborah Mazoyer, Director, gave a Power Point presentation showing pictures of tents, signs, lettering, temporary seating and other items requiring inspection for the Super Bowl and related events.

Ms. Mazoyer explained that the Building Safety Department is responsible for not only inspections, but also plan reviews and initial permits.

Ms. Mazoyer provided the following update on the department’s activities prior to the Super Bowl:

- Inspected 850,000 square feet of tents in the NFL Experience (structural safety was of the utmost importance)
- Inspections began two days after the Fiesta Bowl ended and continued until 10 p.m. the Saturday before the Super Bowl
- Inspected party rooms in the basement of the stadium
- Inspected the tailgate and exclusive party areas for 10,000 VIPs

- The Media Platform was inspected (including bleacher seating and generators) and last minute inspections at Westgate were necessary
- Approximately 10 restaurants/bars and 2 hotels opened the week before Super Bowl, which were inspected as well.

Ms. Gorham praised Ms. Mazoyer and the Building Safety Department for accomplishing all of these tasks along with attending to regular inspections of private homes and commercial properties during the same time period.

Fire Department

Assistant Fire Chief Shannon stated that Glendale was very successful in planning for the Super Bowl most specifically due to the proactive team approach employed from the very beginning. Experts from the Fire Department, the Police Department, Building Safety, Code Enforcement and Tax and License were included in well-rounded team approach, which made for better customer service for the NFL and all involved with the Super Bowl.

Assistant Chief Shannon noted that Glendale was highly strategic in the medical safety planning for the Super Bowl. A medical consortium was established, which also partnered with the Medical Sports Group (essentially a risk manager of the NFL.) Assistant Chief Shannon commented that other local and regional partners from the valley were essential to the success of the plan.

Assistant Chief Shannon described the health consortium as follows:

- Pre-Hospital
 - Fire Departments
 - EMS Providers
 - Medical Directors
- Hospital
 - Emergency Rooms
 - Trauma Centers
 - Clinical Care
- Public Health
 - Epidemiology
 - Patient Tracking
 - Public Notification

Assistant Chief Shannon stated that during the Super Bowl weekend, there were other valley events occurring at the same time such as the NHRA Drag Race Event and the FBR Open. This caused a great pull on valley safety resources; however, there was no decrease in services due to comprehensive planning. An Incident Escalation Plan was in place so that all partners were aware of who would respond to incidents and how the response would be implemented. Furthermore, a Command Structure was established so that all personnel involved would be aware of the other partners and their organizational responsibilities.

Assistant Chief Shannon stressed that all layers of Command, Control and Resource Management were planned for extensively.

Assistant Chief Shannon commented that because of the following significant valley factors affecting hospitals, safety and health planning were highly important.

- Seasonal illnesses stress emergency room capacity
- Hospital numbers are close to or exceed capacity
- Maricopa County population swells due to winter visitors

Assistant Chief Shannon stated that the goal of the team was to not effect city services and the team was very successful in that endeavor.

Assistant Chief Shannon provided the following statistics for the time period January 26th through February 3rd:

- The Glendale Fire Department responded to 181 medical incidents with 17 transported to local hospitals.
- There were 3 fires contained to the area of origination.
- The Special Operations Division provided responses to 11 “All Hazard” calls.

Assistant Chief Shannon stated for Mass Casualty Planning, Glendale utilized the Metropolitan Medical Response System, which is the only first responder-based program that integrates hospitals and the public health community into a Mass Casualty Plan. Without this system, the city would have had to rely only on FEMA in the event of a mass casualty.

Assistant Chief Shannon noted the following gaps in the plan:

- Assured inter-operability with all medical providers
- Ongoing comprehensive public health partnerships
- Exercising the plan

Commissioner Grimes wondered what, if any plans, went awry. Assistant Chief Shannon replied that a better logistical system could be established as many people worked 18-20 hours days.

Assistant Chief Shannon was extremely proud of the outstanding leadership of Ms. Gorham and her staff during the planning and execution of the Super Bowl and all related events.

Police Department

Commander Matt Lively, Special Operations, discussed the establishment of the Public Safety Unified Command, which was key to the success of the Super Bowl.

- Various safety agencies all over the valley partnered for a true unified public safety effort. This was a new concept for the NFL, but not for Glendale. The

NFL was skeptical that these various public safety agencies could partner well together without becoming territorial. Partners included Valley Police Departments, Fire Departments, Tactical and Bomb Management squads, DPS, FBI, ATF, NFL Security and other federal resources.

- Prior experience with the 2007 Fiesta Bowl, 2007 BCS, 2008 Fiesta Bowl, and the Cardinals games plus multiple drills, exercises and real life situations were key to the Super Bowl success.
- The NFL felt that Glendale had set a new standard for future Super Bowls.
- Public Safety partners were all located in one central Command Center. This allowed for greater communication between partners.

Special Resources necessary:

- Air Assets (5 Blackhawk helicopters, an F16 overhead)
- Tactical (a team was ready at any moment)
- EOD
- Hazmat
- Traffic
- Escorts
- Mobile Field Force
- Mass Arrests
- Fire Rescue
- Public Health/Hospitals
- Emergency Management
- Intelligence
- Dignity Protection
- Media Credentialing
- Off-Duty Employees
- Public Safety External Liaison (new position, first time done)
- Interoperability
- Airport Security
- Federal Assets
- Supplemental Staffing
- Infrastructure Protection

Commander Lively was very proud of the task accomplished, but did note the following challenges:

- A lot of on site parking at the stadium was lost due to tents and media trailers. There were no parking spaces for safety personnel and shuttles had to be used to transport fire and safety personnel to the stadium.
- Better traffic movement needs to be developed at the corner of 95th Avenue and Maryland.
- There is not much flexibility with the NFL plans and operations.

Commander Lively noted the following lessons learned:

- The Super Bowl brings in partners from every level of government (invited or not)
- The Super Bowl brings assets that the city could not acquire without purchasing any other time.
- The Super Bowl brings training opportunities as well as equipment that would be otherwise nearly impossible for the Glendale Police Department to provide or obtain. (Training by the FBI was obtained.)
- The Super Bowl is not the same everywhere it goes. The importance of site visits and first-hand experience in other cities was crucial for staff in successful planning.
- Brand consciousness is important to the NFL.
- Multiple vendors offer the use of products, services and training.
- Joint Operations Center: The concept works better each time it is employed. (An 80,000 square foot center was set up at Veterans Memorial Coliseum which housed federal, state and local agency decision makers.)

Commander Lively discussed the overall goal of the Police Department:

- Seamless services to citizens, businesses and neighborhoods during the Super Bowl and related events. Patrol shifts were staffed first.
- Minimize impact on neighborhoods.
- Provide a safe atmosphere for fans, teams and employees at the Super Bowl and the surrounding venues and businesses.

Commander Lively announced that this goal was accomplished with the help of numerous Glendale Departments and employees.

[Chair Stern apologized for having to excuse himself from the rest of the meeting. Chair Stern thanked Staff for all of its hard work and accomplishment on the success of the Super Bowl.]

Transportation

Ms. Debbie Albert, Principal Traffic Engineer, displayed a picture of a map detailing all of the parking areas for the Super Bowl.

Ms. Albert stated that the initial planning included identifying 22,000 parking spaces.

Ms. Albert commented that the Downtown Park & Ride best symbolized staff's teamwork and flexibility. The idea for the Park & Ride occurred three weeks prior to the Super Bowl. Plans were made and 3,400 people were transported on game day for \$5 round trip.

Ms. Albert provided the following facts:

- On game day, 50 staff members logged 550 hours (setting signs, giving directions, fixing the dynamic message sign, coning off puddles, etc.)

- Over 1,000 hours of overtime were logged during the six days of the NFL Experience and the Super Bowl.
- Over 50 dynamic message signs were used.

Ms. Albert noted the following challenges:

- Some signage letters were too small
- Mud issues
- Curb/right-of-way road parking (some parkers near Cabela's)

Ms. Albert stated that the goal was to get all Super Bowl attendees in the stadium by 3:00 p.m. and that goal was met.

Ms. Albert has received overwhelmingly positive feedback and comments on traffic. An NFL spokesman told Ms. Albert that the 2008 Super Bowl had some of the smoothest traffic flow ever.

Ms. Albert was very proud and appreciative of the Transportation Department staff, who truly made the traffic flow successful.

Ms. Gorham stated that the Downtown Park & Ride was successful, however, some of those who used the shuttle were disappointed that downtown businesses were not open after the game.

Commissioner Grimes inquired about game egress. Ms. Albert replied that the parking lots were basically emptied in ninety minutes.

Marketing

Ms. Jennifer Reichelt, Deputy Director, explained that the Marketing Division is comprised of the following:

- Public Relations
- Media Center
- Creative Services (In-house advertising department that created the Glendale's Got Game slogan and corresponding artwork)
- Advertising (aggressively marketed the Glendale's Got Game brand)
- Special Events
- Civic Center
- Channel 11
- Tourism
- Web Development

Ms. Reichelt highlighted the following facts about the 2008 Super Bowl:

- 95 million people watched the game on television.
- This was the most watched Super Bowl in history and the second most watched show in history (the M*A*S*H finale is number one.)
- Terry Bradshaw repeatedly referred to the stadium as being located in Glendale.

- The goal was to have the media stress that the Super Bowl was in Glendale, not in Phoenix.
- There were 3,000 broadcast stories, plus more stories in print. This is equal to over 350 million impressions and \$16 million in value.
- Glendale received unprecedented media exposure in USA Today, FOX, CNN, the Weather Channel, the Today Show as well as other stations and on numerous affiliate outlets in New York and Boston.
- The Media Center is a new facility located across from the stadium.
- CNN, FOX, HBO and the Weather Channel were doing live shots from the stadium.

Ms. Reichelt discussed media outreach that occurred:

- Los Angeles and New York media trips
- Team market trips
- Trip to previous Super Bowl Media Center
- Arizona Super Bowl Media Center at the Phoenix Convention Center
- Held a Media Day Lunch

Ms. Reichelt noted that advertising venues such as print and online methods were used. However, innovative advertising opportunities were also utilized such as:

- Billboards
- Sky Harbor Dioramas
- Welcome message on crosswalk
- Glendale Media Center wrap signs
- Downtown Super Bowl decorations
- Arizona Republic front page wraps

Ms. Reichelt stated that special events such as the Chocolate Affair, with the World's Largest Chocolate Football, added to the excitement of Super Bowl week. Furthermore, the Glendale Civic Center was booked with parties during Super Bowl weekend.

Ms. Reichelt highlighted the following regarding Channel 11 participation:

- Developed a partnership with CBS (KPHO5)
- Developed innovative new shows such as "The Road to Super Bowl" and "This is Glendale"
- "Countdown Rewind" aired on CBS right after coverage of the FBR Tournament on Saturday, February 2nd
- Covered and taped footage of a number of Super Bowl related events
- Produced on-air promotions regarding Super Bowl and downtown festivals
- In production stages of "Glendale's Got Game: Super Bowl XLII" and "Super Bowl Roundtable"

Ms. Reichelt commented on the accomplishments of Tourism Division:

- The Glendale Visitors Center had extended hours.

- The Tourism staff assisted 1,753 visitors.
- 1,608 visitor packets were filled.
- Glendale greeters were busy helping visitors.
- The Glendale Express Shuttle had extended hours during Super Bowl week.
- The Tourism Division had a booth at the NFL Experience, which was very popular. This was the first time a city had a booth at the NFL Experience.
- The NFL put up 100 NFL banners and brackets around the city.
- The Division developed collateral such as a visitor guide, a mega-event booklet, a Glendale guide/map and a mega-events guide

Ms. Reichelt noted that the following websites were updated constantly with up-to-date information and had very impressive hit numbers:

- www.glendaleaz.com
- www.visitglendale.com
- www.glendalesgotgame.com

Ms. Reichelt stated that the final advertisement for the Super Bowl was placed in the Glendale Republic and was addressed to the residents and businesses of Glendale expressing thanks for the support that made the Super Bowl a success.

Neighborhood Outreach

Mr. Erik Strunk, Director of Community Partnerships, discussed the Super Bowl XLII Neighborhood Protection Results:

- Aggressively worked on outreach
- Sent a special mailer to residents on Super Bowl activities and events
- \$3,000 and 288 staff hours expended on special newsletter
- 1,855 special newsletters mailed to “Zone A”
- 110 requests for placards
- 141 placed on guest list in “Zone A”
- 42 “Zone A” hotline calls on Super Bowl weekend, 14 were complaints

Mr. Strunk noted the following challenges:

- Traffic sneaking at Maryland and 91st Avenue
- A person was selling “Zone A” parking placards on the street. The Police Department was very quick to resolve this issue.

Mr. Strunk felt that overall, the placard system worked very well. Staff will re-assess the placard system and what neighborhoods should be included.

Mr. Strunk provided an “It’s Our Time to Shine” update, noting that five events were done since October 2007 with nearly 1,000 volunteers:

- October 27, 2007: Rock-n-Roll Paint-a-Thon (325 volunteers and 13 homes painted)
- November 10, 2007: Graffiti Paint-Out (65 volunteers)

- December 15, 2007: La Buena Vida Neighborhood (40 volunteers painted house numbers on curbs)
- January 12, 2008: Fruit Gleaning: (120 volunteers gleaned 18,000 lbs of fruit for St. Mary's Food Bank)
- February 23, 2008: Serve Day (400 volunteers, 9 projects)

Mr. Strunk thanked the Committee for its support, commitment to Glendale, excellent opinions and feedback. Mr. Strunk also thanked Ms. Gorham and her team for their excellent and tiresome job in coordinating all of the planning for the Super Bowl.

Ms. Gorham stated that the "It's Our Time to Shine" theme would live on at the April 18th Volunteer Appreciation Breakfast at which 700 people are invited to attend. Ms. Gorham also stated the theme would be used at the June Neighborhood Leadership Forum. Ms. Gorham thanked the Committee for helping the city build a larger volunteer pool and increasing awareness of the already established volunteer opportunities. Ms. Gorham stated that the Committee's direction of focusing on the volunteer programs already established was a prudent decision.

Overall Execution of Strategic Plan

Ms. Gorham discussed the original plans for the Super Bowl made over two years ago. Ms. Gorham talked about changes to the plan over the years and noted that many changes were due to the increase in business and growth in the city of Glendale. Ms. Gorham explained that nearly every goal was achieved, the exception being a one-stop special event permitting center.

Ms. Gorham stated that an economic impact study was being completed by a consultant to assess the impact of the Super Bowl and that a final report should be available in the next few weeks. Ms. Gorham would forward the results to the Commissioners following its release to the City Council and it becoming a public document.

Ms. Gorham noted that a goal for the future would be to engage the business community a bit more.

Ms. Gorham discussed the long-term investments due to the Super Bowl.

- The new Media Center
- The Emergency Operations Center
- Nearly \$12 million in pedestrian improvements

Ms. Gorham explained that these projects were planned for, however, were completed earlier due to the Super Bowl.

Ms. Gorham stated that the Super Bowl cost estimate in 2005, including \$1.2 in right-of-way improvements, was \$4.3 million and this has proved to be a fairly good figure.

Ms. Gorham stated that this Committee was very crucial in the plans for the Super Bowl and the input, insight and opinions received were highly useful.

V. Ad Hoc Event Committee Recognition

Ms. Gorham announced that the Mayor and Council would like to recognize the Committee at a formal Council meeting on March 25th at 7:00 p.m.

Vice-Chair Nave thanked Ms. Gorham and city staff for the great presentations this evening. Vice-Chair Nave stated that although the work of the city appears seamless, the presentations detailed all of the hard work that goes on behind the scenes.

Commissioner Sanders complimented staff on the detail of planning on how well staff kept the Commissioners informed. Commissioner Sanders enjoyed being part of such a fine team and enjoyed this learning experience.

Commissioner Grimes made the following comments:

- He had received some unfavorable comments from people working with the NFL Host Committee and had never received unfavorable comments from those who worked with city staff.
- Would like to receive a copy of the economic impact study.
- Noted that city staff truly rose to the occasion of the Super Bowl but felt that if the city put the same amount of effort into resolving other problems such as crime, education, etc. great strides in these areas could be made.
- This Committee has proved that Ad-Hoc Committees are very useful and Mayor and Council should utilize Ad-Hoc Committee for other purposes.

Commissioner Kolodziej stated that he lives across from the stadium. Commissioner Kolodziej received the 2007 crime statistics for his neighborhood and noted that 2007 saw the lowest amount of crime since 2002 even with all of the activity at the stadium.

Commissioner Miller interjected that crime was also down in the Orchard Glen neighborhood and praised city staff for an excellent job.

VI. Business From the Floor

None.

VII. Committee Comments and Suggestions

Commissioner Hendricks stated that he enjoyed being part of the Committee.

Commissioner Bates expressed his praise to staff for an excellent job on the Super Bowl.

Vice-Chair Nave commended Commissioner Miller for inventing the “It’s Our Time to Shine” slogan.

IX. Adjournment

Commissioner Bates motioned for adjournment. Commissioner Miller made the second. The motion was approved unanimously 8 – 0 and the meeting was adjourned at 8:18 p.m.

Respectfully submitted,

Recording Secretary

Denise Kazmierczak